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16 June 1951

MEMORANDUM FOR: Deputy Director for Administration

FROM: Personnel Director

SUBJECT: Personnel Authorizations - Personnel Office.

1. In order to evaluate the validity of an increased personnel authorization for this office, the following factors will serve as the basic requirements to be accomplished within this fiscal year:

a. Responsibility for the procurement, security processing and appointment of [REDACTED] personnel of all categories.

1. Clerical
2. Communications
3. Training
4. OPC
5. OSO
6. Overt
7. Projects

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b. The planning and implementing, without further delay, of an internal promotion and placement policy which will be one of accomplishment, not a nebulous thing of the future.

c. Accomplishing a performance rating program for all Agency employees.

d. Development of qualifications standards for Agency positions to permit an objective, orderly approach in the evolution of our career management program.

e. Pushing, with a positive approach, the Agency Incentive Awards Program, as well as the rest of the Personnel Relations activities.

2. As indicated, it is believed that the above are the basic, and only the basic, requirements of a personnel program in this Agency. No attempt is being made in this memorandum to cover anything after this present year, but it is evident that the workload beyond June 1952 will not compare in day to day activities with the present. The immediate problem confronting this office, therefore, is staffing sufficiently to

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3. As you know, the big, immediate problem is one of personnel procurement. At the moment we are authorized 16 positions on our approved Table of Organization for this activity. Mr. McConnell, on 18 December 1950, gave verbal approval for an additional 16 personnel for procurement. This authorization is firm through 30 June 1951 only. At the time the Deputy Director for Administration gave this approval, our procurement objective was [redacted] through June of this year. Since that time, the objective has been increased on approved projects to a total of [redacted]. In addition, the covert offices are requesting that this Division assume responsibility for deep cover procurement - [redacted] bodies to be produced in a very difficult field. It is the opinion of all concerned that the Procurement Division is the logical place for this responsibility to rest - thus preventing duplication of effort and possibility of innumerable flaps because of lack of a coordinated approach.

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4. There are several factors in the procurement picture which make the picture brighter than it has been for several years. One is that we now have an expedited clearance program and the omnipresent losses of people in for security clearance will be greatly decreased. The second, and more important, is the definite delineation of functions and the knowledge at all levels of where we are and where we are going.

5. In view of all the above, the following pertinent factors have been considered in the requested increase for the Procurement Division.

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a. Clerical recruitment requirements are approximately [redacted]. Recruitment officers in this field have been able to achieve a production of approximately [redacted] individuals per year who actually enter on duty. Past experience indicates that approximately [redacted] of this category of personnel who are processed for appointment fail to enter on duty, either because of security disapproval or because of changing their minds, etc.

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The proposed T/O will provide a total of ten (10) procurement personnel for this field.

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b. All other recruitment requests are estimated to total [redacted]. The most precise present estimate of acceptable production for this mass of persons is established at [redacted] per procurement officer per year. This results in the apparent need for [redacted] Recruitment Officers. However, because of the expedited security and, if this request is approved, because we will be able to run the Procurement Division on a businesslike basis rather than a robbing Peter to pay Paul operation, it is believed that a conservative estimate of 41 recruitment officers is essential.

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6. The administrative support required for the above requires a minimum of one clerk-stenographer for every three recruiting officers. These girls will be stationed in Washington and will have responsibility for all clerical detail involved in this volume of work, such as follow-up or shopping of cases, correspondence, prior to acceptance or rejection of the individual applicants.

7. Lastly, a total of twenty three clerical employees is believed necessary for the applicant files, requisition inventory, mail desks, correspondence, etc. I do not believe it necessary to outline here the myriad detail necessary in this function to preclude flaps and, on the positive side, to insure the Agency of excellent public relations in this most important contact with a great number of people.

8. One significant factor cannot be overlooked in the figures above. Actually the entire request can be covered by the following. Our planning for the staff recommended herein has taken full cognizance of the fact that the number of individuals requested is for a peak load situation. Since I have been instructed that time is of the essence in the procurement of these [REDACTED] new employees, every effort and facility must be made to augment the staff of the Personnel Procurement Division, immediately. The types of personnel to be obtained for these functions, as well as for the rest of the Personnel Office will be easily absorbed within the Operating Divisions of the Agency once this peak load has passed. Consequently, I am the first to admit that the recommended staff for the Procurement Division is undoubtedly in excess of a normal operating work force. Underlying all such considerations, however, must be the understanding that adequate personnel have to be provided now, with an adjustment a certainty later on.

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9. The second Division of Personnel which of necessity must be augmented at this time is the Classification and Wage Division. The previous staffing of this Division has not permitted the currently assigned job analysts to provide the Agency with anything more than a day to day existence. This is particularly true in view of the fact that there is an abnormal shifting of personnel back and forth, not only within an office, but also intra-office. The most efficient method for insuring the Agency that we are on a sound objective basis in our wage program is to staff the Division responsible for these activities to enable them to initiate and complete overall wage surveys of many of the major organizational segments of the Agency. This is particularly true as you know of the covert offices. I personally am of the opinion that the need of such a survey in OSO is particularly acute in order to align properly the grade levels of positions which, due

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to the policies of the previous Assistant Directors are not compatible with grade levels being utilized in the employment of new employees under pressure of a tightened labor market.

10. Written classification standards are mandatory in any large scale diversified operation such as ours. These standards are not only a vital tool for the entire Personnel Office but also are essential in the overall management, career management, training, internal promotions and placement. Moreover the need for such standards increase in proportion to the expansion of the Agency, the variety of occupational groups peculiar to CIA.

11. In view of the existing legislative delegation of authority to the Director, as well as the employment market condition, this entire classification program must be absolutely current and correct at all times. Moreover, constant review of outside activities must be made to "get the jump on" other Washington modifications of salary practices on initial employment and similar changes.

12. The present practice of the classification people establishing salary ranges for payment of certain categories of agent personnel has alleviated to a degree some of the inequities previously resulting from salary ranges of the Contract Agencies not being comparable with salaries paid staff employees or staff agents. The operating offices have requested that our classification people make a comprehensive study and establish guide lines and standards for the payment of salaries and other benefits to these categories of personnel.

13. The Bureau of the Budget and the Congress recognizes the ratio of one classification analyst to each 500 positions. This ratio, as usual, was established for such dynamic activities as the Agriculture Department and the Bureau of Mines. However, because of the quality of our personnel and the method used, I am certain that the authority of a total complement of 22 classification analysts will adequately meet the needs of our operations for the coming year. This will provide an increase of eight (8) over our current authorization of 14. The remaining increase of two (2) is to cover one classification clerk and one clerk typist.

14. The third Division for which consideration must be given at this time is the Covert Personnel Operation. In January of this year, I requested an increase of 27 additional personnel for this activity. This request was approved for a total increase of 17 people, with the provision that when the new positions were filled, reconsideration would be given to

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authorizing the other ten (10) jobs. These positions have been filled as of this date. The T/O request at that time was predicated on the work load existent during January 1951, as well as the Agency T/O of that date. Experience during the past month has indicated that the work load will be increased at least three fold through this fiscal year. Targets have been established for that operation which will necessitate the selection, processing and appointment request for approximately [REDACTED] applicants per month (considering security rejects and applicant declinations). As you know, at that time, early 1951 we were shooting for a goal of 300 cases maximum per month. Now it is essential that this goal be more than doubled as far as actual on the rolls personnel are concerned. Day to day operations, not connected with entrance on duty has increased from approximately 325 cases per month in the first quarter in this category well to in excess of 750 for the month of May. This processing includes promotions, transfers, reassignments, overseas shipments, casual personnel control, overseas area transfers, etc. This ratio under our stepped up program will continue to rise as the organization expands and as a result they do need help gravely at the clerical level to do the paper pushing on documents considered essential by other offices, i.e. Security, Finance, Travel, [REDACTED] whom we are using for cover purposes. In addition to these above stated problems on which work load figures are available, the Covert Personnel Division must, in conjunction with the other activities of the Personnel Office, develop and maintain an in-service program and a Performance Standards Program so necessary if we are to attain a sound forward looking personnel administration activity for the Agency. Until this time the actual volume of work and lack of sufficient personnel have precluded the establishment of these essential functions. Consequently, I would appreciate consideration of this T/O being approved at a total of 77 people as indicated on the attached T/O.

15. The last Division for which I recommend an increase in personnel is the Overt Personnel shop. At the present time they are authorized 43 people and this authorization has been constant for the past year. In other words, no consideration has been given to the increased authorizations granted the overt areas of the Agency and it is my understanding that the personnel requirements for this area must also be made within the current fiscal year. The additional support required in this office, much the same as the covert personnel division is namely at the clerical level. There is one exception and that is the Personnel Relations Branch. In this Agency, more than any other that I know, a sound progressive Personnel Relations Program is essential. The employees of CIA, as you know, have many restrictions on their outside

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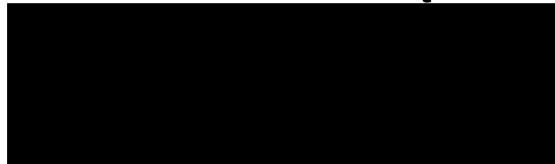
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activities, the turnover although less than other Agencies is not satisfactory by any means, either from a personnel or security point of view. There are many possibilities which can be developed to aid us in both keeping our personnel happy if they have the necessary tools for planning and carrying through various individual activities. The current authorization for Personnel Relations includes one position for the Credit Union. As far as any net worth to Personnel is concerned, this position gives rather nebulous benefit. It is true that it must be attached to somebody's T/O but it also represents 20% of our authorization for our entire program. The other four positions are one stenographer, one housing assistant, one interviewer (Employees Relations Counselor) and the Acting Chief, who has to cover all other segments ordinarily found in the Employees Relations shop. It is my firm conviction that an authorization of three (3) additional personnel in this area will enable us to get out and solve a myriad of small problems from which in the long run most of our attrition emanates. The accomplishments attained by approving these three(3) positions will return many times the dollar value of the salaries required.

16. The recommendations set forth above supersede pending requests for additional personnel dated 18 December 1950, 28 February 1951, 10 March 1951 and 13 April 1951. I fully realize that at first glance this above request would seem to be exorbitant, however, it is the consensus of all concerned that if the mission established for us by your office, these requirements are essential if we are going to get the Personnel Office out of the presently existing overtime need (last two months - 4,714 hours) and constant shifting of personnel to meet emergency situations. I am of the opinion that these staffing requirements merit consideration for top priority, as far as the Agency procurement program is concerned. I have been assured by the operating division chiefs and it is also my personal opinion that the vacancies created as a result of your approval of this request can be filled within the coming sixty day period.

17. Attached are individual staffing patterns for the Divisions as indicated in the above narrative report.



WILLIAM J. KELLY

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